

~~ADMINISTRATIVE~~—INTERNAL USE ONLY

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DD/M&S Speech to Records Management Conference
10:30 - 11:15 a.m., Wednesday, 10 October

(Opportunity for gracious words, off-color stories, ethnic jokes, grace -- or whatever you want to say.)

I have been asked to discuss the centralized management program of the Agency and its relationship to records management. The first part of the assignment is rather difficult because the Agency is not a monolithic structure. The management system is not monolithic nor autocratic in nature. Obviously, the important management decisions derive from the DCI. But for the most part, the management style of the Agency can be characterized as cooperative rather than dictatorial. There is an obvious attempt to improve the management of our resources by the establishment of common directions and common goals. There is an attempt to minimize the personnel and money that must be expended on services of common concern by consolidating those services where possible. Records management is a piece of the action which can be identified, grasped and managed. As such, it is one of the easiest elements of Agency-wide programs to consider from a centralized management standpoint.

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In some ways, records management may serve as a bellwether for testing management techniques. For example, we are developing a handbook series in records management which will not follow the traditional methodology for coordination. This series will be technical in nature and will be coordinated in each Directorate with the technical experts on the subject matter in question. The distribution of the series, likewise, will not be a blanket Agency-wide distribution but will be a distribution limited to the members of the Agency records management team. The principles and policy enunciated in this handbook series will be mandatory and will form the backbone for a common Agency-wide records management system. Now, this doesn't mean that within that defined system that each Directorate and each office will have to do things the same way. What we are interested in is what is done rather than how it is done.

Part of the management style of this Agency is management by objectives. As Mr. Colby has advised, his personal management style is to establish goals, permit the manager to proceed toward those goals on a decentralized basis but to hold the manager responsible by a system of post-audit. We are instituting management by objectives.

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(Inject here your own thoughts and philosophy on management by objectives. We can establish some objectives for the records management system. For example:

Reduction of copier/duplicating costs, including supplies, during FY 1974 by 5%.

A further reduction for the FY 1974 base of 5% by FY 1975.

A reduction of active records space in Headquarters

Building during FY 1974 by 5%.

The development of a plan in each office which will permit this Agency to comply with the 30-year requirement of EO 11652 by the end of FY 1974.)

I have also been asked to comment on our Vital Records Program. I think it is almost axiomatic that an Agency such as ours which is built upon collections of information must have some means of carrying on its business in the event of a catastrophic failure to those information collections. Today's Vital Records Program was conceived in the early days of the cold war when a nuclear confrontation was viewed as a very real and present danger. Our Vital Records Program was closely associated with the plan to relocate the Agency at and to operate from ^{STAT}

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here. The edge has been taken off the urgency of that threat by the passage of time and changes in the world political situation. Frankly, I would think it unlikely and unrealistic to consider that the Central Intelligence Agency would ever relocate to and attempt to function from here.

STAT

But there are many other threats to our information system and records. We could have a fire in the Agency which could destroy part or all of some component's records. Some of our downtown buildings are vulnerable to street disorders, although again, this type of threat does not appear to be as prevalent as it was just a few years ago. Obviously, the forces of nature as evidenced by typhoons, hurricanes, or earthquakes could also do serious damage to our capacity to utilize our data bases in this area or other areas. It seems to me just good common sense to provide some redundancy to our information bases by maintaining a Vital Records Program of sufficient depth that we can continue to perform, at Headquarters, our mission and function if we should lose part of our data base.

MEMORANDUM FOR: HLB

Mr. Colby has read and edited this ^{STAT}
speech which will read for
Mr. Colby tomorrow morning prior to your
speech. Please review as there are some
policy statements in here.

j.
10/9

(DATE)

DCI SPEECH TO BE READ AT THE
RECORDS MANAGEMENT CONFERENCE
10 OCTOBER 1973

RECORDS MANAGEMENT IS AN INHERENT ELEMENT OF THE OVERALL AGENCY MANAGEMENT PROGRAM. IT IS IMPORTANT BECAUSE RECORDS OCCUPY SPACE, ARE COSTLY TO MAINTAIN, ARE ESPECIALLY NECESSARY TO AN INTELLIGENCE AGENCY, AND RESPOND TO ATTENTION.

I DON'T WANT TO OVERSTATE THE CASE -- WHILE RECORDS ARE IMPORTANT, THEY ARE NOT THE MOST IMPORTANT ELEMENT IN THE MISSION AND FUNCTION OF THIS AGENCY, BUT RECORDS AND RECORDS MANAGEMENT ARE AN ESSENTIAL SUPPORTING ELEMENT TO THE PRIME CONCERNS OF THE AGENCY. IN THIS PERSPECTIVE, THE GOAL OF A VIGOROUS DYNAMIC RECORDS MANAGEMENT SYSTEM HAS MY FULL SUPPORT AND THE FULL SUPPORT OF ALL SENIOR OPERATING OFFICIALS.

THUS IT IS VERY IMPORTANT THAT WE ALL, AND ESPECIALLY YOU, THE MEMBERS OF THE RECORDS MANAGEMENT TEAM, BECOME INVOLVED IN THE PROGRAM. RECORDS MANAGEMENT WILL BE ONLY AS SUCCESSFUL AS OUR INVOLVEMENT, DRIVE, AND ENTHUSIASM.

AS YOU KNOW, I HAVE FOR SOME TIME PRESSED FOR TOP-MANAGEMENT SUPPORT OF THE AGENCY'S MANAGEMENT OF RECORDS. LAST YEAR, WHEN I WAS THE EXECUTIVE DIRECTOR-COMPTROLLER, I ESTABLISHED THE POSITION OF SPECIAL ASSISTANT FOR INFORMATION CONTROL TO SYMBOLIZE THIS CONCERN ON MY PART THAT WE HAVE AN AGENCY-WIDE SYSTEM. WITH THE CHANGES IN THE AGENCY'S STRUCTURE WHICH HAVE TAKEN PLACE IN THE LAST SEVERAL MONTHS, THE DEPUTY DIRECTOR FOR MANAGEMENT AND SERVICES HAS BECOME THE GENERAL MANAGER OF THE AGENCY. HE IS THE MAN TO WHOM I LOOK FOR THE SUCCESSFUL OPERATION OF AGENCY PROGRAMS WHICH ARE CONCERNED WITH HOW EFFECTIVELY WE MANAGE OUR RESOURCES. WITH MR. BROWNMEN'S ASSUMPTION OF THIS ROLE, WE TRANSFERRED TO HIM THE OFFICE OF THE SPECIAL ASSISTANT FOR INFORMATION CONTROL. IT HAS NOW BECOME THE INFORMATION SYSTEMS ANALYSIS STAFF. I LOOK TO THE DD/M&S MECHANISM AS A MEANS OF ARTICULATING COMMON RATIONALE AND PHILOSOPHY THROUGHOUT THE AGENCY FOR RECORDS MANAGEMENT.

AT THE SAME TIME LAST YEAR, WE ESTABLISHED THE RECORDS MANAGEMENT BOARD WITH REPRESENTATION FROM EACH DIRECTORATE. THIS BOARD SERVED AS A MEANS OF COMMUNICATION WITH THE POLICY LEVELS OF THE DIRECTORATES. IT FUNCTIONED WELL IN THIS ROLE AND SERVED ITS PURPOSE. WE NO LONGER NEED A BOARD TO FILL THAT ROLE. THE COMMUNICATIONS LINE BETWEEN THE CENTRAL RECORDS MANAGEMENT MECHANISM AND THE DIRECTORATES APPEARS TO BE SOLID AND FUNCTIONING WELL. ACCORDINGLY, WE ARE DISSOLVING THE RECORDS MANAGEMENT BOARD.

HOW DO I FORESEE THE SYSTEM OPERATING? MY MANAGEMENT STYLE IS TO DELEGATE TO THE OPERATING OFFICIALS THE RESPONSIBILITY FOR PROGRAM EXECUTION AND THEN TO ESTABLISH A JOB-AUDIT SYSTEM OF REPORTING AND INSPECTIONS WHICH WILL TELL ME HOW WELL THEY ARE DOING. I SEE THIS TECHNIQUE BEING APPLIED TO RECORDS MANAGEMENT. THE POLICY PRONOUNCEMENT, THE DEFINITIONS OF DIRECTION, GOALS AND OBJECTIVES WILL COME FROM THE DD/M&S. THE DD/M&S WILL BE RESPONSIBLE FOR THE FORMULATION OF GUIDELINES AND PLANS WHICH WILL SERVE AS THE FOUNDATION FOR THE AGENCY'S RECORDS MANAGEMENT

SYSTEM. HE WILL ESTABLISH OBJECTIVES FOR THAT SYSTEM TO ACCOMPLISH IN SUBSEQUENT FISCAL YEARS. I SURMISE THAT YOU WILL HEAR MORE ON THIS SUBJECT FROM MR. BROWNMAN TOMORROW.

IT WILL BE THE RESPONSIBILITY OF THE DIRECTORATES AND THE OPERATING COMPONENTS TO IMPLEMENT IN THEIR OWN STYLE THE POLICY STATEMENTS AND GUIDELINES WHICH HAVE BEEN PROMULGATED FROM THE DD/M&S. IN THIS RESPECT, I WOULD EXPECT MY OPERATING OFFICIALS TO GIVE TO THE RECORDS MANAGEMENT OFFICERS FULL AUTHORITY TO ACCOMPLISH THOSE CHANGES THAT ARE NECESSARY TO ENABLE EACH OFFICE TO HAVE AN EFFECTIVE AND EFFICIENT RECORDS MANAGEMENT PROGRAM. I WILL EXPECT THE DD/M&S TO ESTABLISH A COMPREHENSIVE REPORTING SYSTEM, COUPLED WITH AN EFFECTIVE PROGRAM OF RECORDS MANAGEMENT SURVEYS WHICH WILL PROVIDE HIM WITH THE INFORMATION UPON WHICH HE CAN REPORT TO ME ON A REGULAR BASIS THE STATE OF HEALTH OF OUR RECORDS MANAGEMENT SYSTEM.

IT IS INCUMBENT ON EACH OF YOU TO TAKE THE BUSINESS OF RECORDS MANAGEMENT SERIOUSLY. YOU ARE WELL AWARE OF THE PRESSURES WHICH INFLATION PUTS UPON ALL OF US IN TERMS OF MANAGEMENT OF RESOURCES. THE COMBINATION OF

INFLATION AND REGULAR PAY RAISES MEANS THAT EACH OF US MUST BECOME MORE PRODUCTIVE IN OUR SELECTED AREAS IF WE ARE TO HOLD OUR OWN. THE AREA OF RECORDS MANAGEMENT IS ONE WHERE CONCRETE SAVINGS CAN BE MADE. YOUR INNOVATION AND INITIATIVE IN FINDING NEW WAYS OF DOING THINGS, NEW TECHNIQUES FOR STORING AND RETRIEVING INFORMATION, CAN MAKE A REAL DIFFERENCE IN THE WAY THIS AGENCY MAKES USE OF ITS ASSETS FOR THE ACCOMPLISHMENT OF ITS MISSION. I URGE EACH OF YOU TO TAKE YOUR WORK SERIOUSLY AND TO STRIVE FOR NEW THOUGHTS AND IDEAS WHICH WILL ENHANCE OUR OPERATING EFFICIENCY.

I WOULD ALSO LIKE TO BRIEFLY TOUCH UPON MY OWN PHILOSOPHY RELATIVE TO THIS PARTICULAR INTELLIGENCE AGENCY IN THIS PARTICULAR SOCIETY. ONE OF THE PROBLEMS WHICH HAS FACED US IN THE RECENT PAST AND WHICH WILL CONTINUE TO FACE US IS THE IMPLEMENTATION OF THE INTENT OF EXECUTIVE ORDER 11652 WHICH, AS YOU KNOW, SEEKS TO PROVIDE A GREATER FLOW OF INFORMATION TO THE AMERICAN PUBLIC. WE ARE THE PRODUCT OF AN OPEN SOCIETY. AS A PRODUCT OF THAT SOCIETY WE ARE, TO A CERTAIN EXTENT, A CONTRADICTION OF TERMS. WE ARE TO THE EXTENT POSSIBLE AN OPEN INTELLIGENCE AGENCY. I INDICATED TO CONGRESS

DURING MY CONFIRMATION HEARINGS MY INTENT TO MAKE AVAILABLE TO CONGRESS AND TO THE PUBLIC MORE INFORMATION. AT THE SAME TIME, I CANNOT STRESS TOO STRONGLY MY VERY FIRM INTENTION OF PROTECTING OUR INTELLIGENCE SOURCES AND METHODS AT ALL COSTS.

THE RECORDS MANAGEMENT SYSTEM, IN THE FUTURE, WILL BE AN INTEGRAL PART OF HOW WE RESPOND TO THE PROVISIONS OF EO 11652 CALLING FOR AUTOMATIC DECLASSIFICATION AT VARIOUSLY PRESCRIBED TIME INTERVALS. AS YOU DEVELOP SYSTEMS AND TECHNIQUES FOR DOING THIS, YOU MUST BE AWARE AT ALL TIMES OF THE DEMANDING REQUIREMENTS FOR THE PROTECTION OF THOSE PEOPLE WHO SERVE AS OUR HUMAN SOURCES, AND OF THE PROTECTION OF THAT METHODOLOGY AND THOSE TECHNIQUES WHICH PERMIT US TO DO OUR JOB OF COLLECTING AND PRODUCING INTELLIGENCE TO SERVE THE POLICYMAKERS OF THIS GOVERNMENT.